

F. WILLIAM BROWN

PRESENT POSITION: Professor of Management, College of Business, Montana State University, Bozeman, MT.

EDUCATION :

- PhD 1987, Business Administration, *The George Washington University*, Washington D.C. Major Fields: Organizational Behavior and Development, Human Resource Management
- MBA 1979, General Management, *Golden Gate University*, San Francisco CA.
- MPA 1977, Manpower Management, *Golden Gate University*, San Francisco CA.
- BA 1970, Psychology, *Louisiana State University*, Baton Rouge LA.

PROFESSIONAL EXPERIENCE:

Commissioned Officer, *United States Army* 1970 - 1991, Retired as Lieutenant Colonel (selected for promotion to full Colonel). Held a variety of leadership, staff, and academic positions in the United States and overseas, attended various military schools, received numerous medals and awards for meritorious performance.

Consultant, 1991- present: Maintain a part-time consulting practice specializing in leadership and organizational development.

PREVIOUS ACADEMIC APPOINTMENTS:

Associate Professor, Fellow of the Graduate Faculty, *University of Nebraska-Lincoln*, Lincoln NE., 1991-1996

Assistant Professor, Graduate Faculty, *Baylor University*, 1989-1991

Associate Program Director, *U.S. Army-Baylor University Graduate Program in Health Care Administration*, 1989-1991

Guest Faculty, *Trinity University*, San Antonio, Texas, 1989-1991

Adjunct Associate Professor - *Texas Wesleyan University*, 1989-1991

Assistant Professorial Lecturer & Instructor, Department of Business Administration, *The George Washington University*, 1986-1989

ACADEMIC SERVICE - MONTANA STATE UNIVERSITY:

- Faculty Senator representing the Jake Jabs College of Business and Entrepreneurship 2014-present
- Chair, Management Search Committee (Boren), 2016
- Member, Provost Search Committee, 2016 – present
- Member, Faculty Senate Steering Committee. 2015-present
- Member, College of Business Promotion and Tenure Committee, 2014 – present
- Coordinator, Management Option Faculty, 2013 - 2015
- Chair, Management Search Committee (Thorsen), 2013
- Member MSU Academic Programs Working Committee, 2013 – present
- Member, College of Business Assessment of Learning Committee, 2007 - present
- Member, College of Business International Committee, 2000 – present
- Member, Dean’s Search Committee (Aytes), 2011- 2012
- Chair, Management Search Committee (Rosso), 2010
- Member, College of Business Strategic Initiatives Committee, 2005-2010
- Chair, MUS Committee on Service 2006 - 2007
- Coordinator, Starzen Internship Program, 2001 – 2009, 2011
- Member, University Strategic Planning Committee, 2002 – 2006
- Member, University Promotion and Tenure Committee, 2006 - 2009
- Chair, Management Search Committee (Bratton & Leary), 2006
- Chair, Finance Search Committee (Caton), 2005
- Member, Marketing Search Committee (Kroft & Shehryar), 2004 - 2005
- Chair, University Grievance Committee, 2003 - 2006
- Member, College of Business Promotion and Tenure Committee, 2002 – 2004
- Member, Associate Dean’s Search Committee (Wachter), 2001 – 2003
- Member, University Long Range Planning Committee, 2000 – 2001
- Chair, Management Search Committee (Bryant) 2001-2002
- Member, Curriculum Committee, College of Business, 2000 – 2001
- Member, Management Search Committee (Moshavi) 1999-2000
- Chair, Strategic Planning Committee, College of Business 1997 – 2000
- Faculty Champion, MSU College of Business Relationship with University of Ulster, 1997 - present
- Member, Master of Health Administration Steering Committee 1997 - 1998

COURSE PREPARATIONS:

Montana State University:

Freshman Seminar (Introduction to Business)

Management and Organization

First Line Supervision Skills

Middle Management Skills

Leadership & Motivation

Human Resource Management

Senior Seminar (Business Policy & Strategy) – Course coordinator

COURSE PREPARATIONS cont:

University of Nebraska-Lincoln:

Interpersonal Skills for Leadership

Leadership in Small Groups and Teams

Dynamics of Leadership in Large and Complex Organizations

Research Methods

Baylor University:

Organizational Behavior; Organizational Theory

Current Issues in Human Resource Management

Strategic Management

AWARDS:

- Provost Distinguished Lecturer 2016-2017. Recognizes outstanding MSU faculty for their scholarship and leadership. Faculty presenting during the series will reflect on the inspirations for their work in lectures suited for professionals and lay people alike.
- Bozeman Chamber of Commerce / MSU Alumni Assoc. Excellence in Teaching Award: Seven awards since 1999, most recent in 2016, selected by outstanding students being recognized for their own excellence.
- The Harold & Reta Haynes Faculty Fellow Award: Selected annually by the Dean of the College of Business for Excellence in Teaching, Research and Service. I received the Haynes Faculty Fellow Award 2001- 2013 from four different Deans.
- Gary K. Bracken Excellence in Teaching Award.: Awarded in 2011, by vote of all graduating seniors in the College of Business.
- Beta Gamma Sigma Professor of the Year: 2006, selected by Business Honor Society students.
- Code of Excellence: Awarded by College of Business faculty vote as the faculty member best exemplifying the core values of the College of Business, I received the inaugural award in 2003.
- Cox Family Award for Excellence in Creative Scholarship and Teaching: Selected by senior university administrators, 2001.
- MSU President's Award for Excellence in Teaching: Selected by the Teaching and Learning Committee, 2000.
- College of Business Advisory Council Award for Excellence in Research: 2000
- Honorary Member, Gold Key National Honor Society: Selected by Honor Society students, 2000.
- Thomas Nopper Award for Teaching Excellence: Selected by College of Business administrators, 1999.
- Outstanding Educator Award, University of Nebraska Parent Teachers Association, 1996.
- Teacher of the Year, USA-Baylor University Graduate Program in Health Care Administration, selected by students, 1991.

REFEREED ARTICLES:

- Brown, F.W., & Bielinska-Kwapisz, A. (2015). "Understanding the Nature and Determinants of Critical Thinking Among Senior Business Undergraduate Students." *Journal of Education for Business*, 90 (7), 359-368.
- Bielinska-Kwapisz, A., & Brown, F.W. (2014). "As Compared to What? Characteristics of the AACSB Institutions Who Utilize the Major Field Test in Business." *Journal of Education for Business*, 89 (7), 373-381.
- Bielinska-Kwapisz, A., & Brown, F.W. (2013). "Differential Gender Performance on the Major Field Test—Business." *Journal of Education for Business*, 88 (13), 159-166.
- Benham, H., Bielinska-Kwapisz, A., Brown, F. W. (2013). "Software Applications Course as an Early Indicator of Academic Performance." *Research in Higher Education Journal*, 19, 1-13.
- Bielinska-Kwapisz, A., & Brown, F.W. (2012). "The impact of intellectual heterogeneity on academic performance in business education." *Research in Higher Education Journal*, 16, 1-15.
- Brown, F. W; & May, D.R. (2012). "Organizational Change and Development: The Efficacy of Transformational Leadership Training." *Journal of Management Development*, 31 (6), 520-536.
- Bielinska-Kwapisz, A., Brown, F.W. & Semenik, R.J. (2012). "Is higher better? Determinants and comparisons of performance on the major field test-business." *Journal of Education for Business*, 87 (3), 1-11.
- Bielinska-Kwapisz, A., Brown, F.W. & Semenik, R.J. (2012). "Interpreting standardized assessment test scores and setting performance goals in the context of student characteristics: The case of the major field test in business." *Journal of Education for Business*, 87 (1), 7-13.
- Virgina K. Bratton, Nancy G. Dodd, F. William Brown, (2011) "The Impact of Emotional Intelligence on Accuracy of Self-Awareness and Leadership Performance", *Leadership & Organization Development Journal*, 32 (2), 127 - 149.
- Brown, F.W. & Reilly, M. (2009). "The Myers Briggs Type Indicator and Transformational Leadership," *Journal of Management Development* 28, (10), 916-932.
- Leary, M., Reilly, M. & Brown, F. (2009). "Personality Preferences and Emotional Intelligence: Implications for Organizational Development." *Leadership and Organizational Development Journal* 30, (5), 421-434.

- Brown, F.W. & Reilly, M. (2008). "Emotional Intelligence, Transformational Leadership and Gender: Correlation and Interaction Possibilities." *Journal of International Management Studies* 3, (2): 3-9.
- Brown, F. W., Bryant, S.E. and Reilly, M.D. (2006). "Does Emotional Intelligence—as Measured by the EQI—Influence Transformational Leadership and/or Desirable Outcomes?" *Leadership and Organizational Development Journal* 27, (5), 330-351.
- Brown, F.W. and Moshavi, D. (2005). Transformational Leadership and Emotional Intelligence: A Potential Pathway for an Increased Understanding of Interpersonal Influence. *Journal of Organizational Behavior*. 26: 1-5.
- Bryant, S.E. and Brown, F. W. (2004). The Role of Emotional Intelligence in Knowledge Sharing and Performance. *International Journal of Business and Public Administration*. 1: 15-27.
- Dana, S., Dodd, N.G. & Brown, F.W. (2004) "SUNABI, Inc.: The case of the disgruntled employee. *Journal of Legal Studies Education*. 21(1): 151-180.
- Moshavi, D., Brown, F.W., & Dodd, N.G. (2003) "Leader Self-Awareness and Its Relationship to Subordinate Attitudes and Performance." *Leadership and Organizational Development Journal* 24, (7), 407-418.
- Dodd, N.G., Brown, F.W. & Benham, H. (2002) "Learning to Manage While Learning About Management: A Transition to a Competency-Based Management Curriculum," *Journal of Education for Business*, 77 (4), 189-192.
- Brown, F.W. & Moshavi, D. (2002) "Herding Academic Cats: Faculty Reaction to Transformational and Contingent Reward Behaviors by Department Chairs," *Journal of Leadership Studies, Special Issue: Leadership in Higher Education*, 8(3), 79-93.
- Dana, S.W., Brown, F.W. & Dodd, N.G. (2001) "Student Perceptions of Teaching Effectiveness: A Preliminary Study of the Effects of Professors' Transformational and Contingent Reward Leadership Behaviors," *Journal of the Academy of Business Education*, 2, 54-71.
- Doyle, Declan & Brown, F.W. (2000) "Using a Business Simulation With Teams from Multiple Countries," *Journal of European Industrial Training* 24(6), 330-336.
- Brown, F.W. & Dodd, N.G. (1999) "Rally The Troops or Make the Trains Run on Time: The Relative Importance and Interaction of Contingent Reward and Transformational Leadership," *Leadership and Organizational Development Journal* 20, (6).
- Brown, F.W. & Dodd, N.G. (1998) "Determining Human Resource Development Needs Through Organizational Culture Gap Analysis." *Journal of Contemporary Business Issues*, 6 (2), 36-47.

- Brown, F.W. & Dodd, N.G. (1998) "Utilizing Organizational Culture Gap Analysis to Determine Human Resource Development Needs." *Leadership and Organizational Development Journal*, 19, (7).
- Brown, F.W. & Dodd, N.G. (1998) "Utilizing A Competing Values Framework To Facilitate Organizational Interventions." *Journal of Management Consulting*, 10, (1).
- Fritz, S.M. & Brown, F.W. (1998) "Leadership Education Courses and Programs in Departments of Agricultural Education," *Journal of Agricultural Education*. 39, (3), 57-62.
- Brown, F.W., Wheeler, D.G. & Birnstihl, B. (1996) "Leading Without Authority: An Examination of the Impact of Transformational Leadership on Cooperative Extension Work Groups and Teams," *The Journal of Extension*, 34, (5).
- Brown, F.W. & Fritz, (1996) "The Use of An Incomplete Sentences Test For Employment Screening and Selection of Cooperative Extension Agents and Educators," *The Journal of Extension*, 34, (2).
- Schaubroeck, J., May, D. & Brown, F.W. (1994) "Procedural Justice Explanations and Employee Reactions to Economic Hardship: A Field Experiment," *Journal of Applied Psychology*, 29, (3), 455-460.
- Brown, F.W. & Fritz, S.M. (1994) "Determining the Breadth of Leadership and Human Resource Management/Development Offerings in Post-Secondary Departments of Agricultural Education," with S. Fritz, *The Journal Of Agricultural Education*, 35, (3).
- Brown, F.W. (1994) "Paddling in Permanent White Water, Managing Paradigm Shifts," *Military Medicine*, 159, (9) 622-626.
- Brown, F.W. & Finstuen, K. (1993) "The Use of Participation in Decision Making: A Consideration of the Vroom-Yetton and Vroom-Jago Normative Models," *Journal Of Behavioral Decision Making*, 6, 207-219.
- Rogers, H. & Brown, F.W. (1993) "A Field Study of the Effect of Writing Style on Compliance With Instructions," with H. Rogers. *The Journal of Technical Writing and Communication*, 23 (1), 53-71.
- Zajtchuk, R., Rumbaugh, J.H. & Brown, F.W. (1989) "Medical Success in El Salvador," *Military Medicine*, V154.

BOOKS:

Fritz, S.M., Brown, F.W., Lunde, J.P. & Basset E. A. (2005) Interpersonal Skills for Leadership, (2nd ed) Upper Saddle River, NJ, Prentice Hall.

Brown, F.W. (Ed.) (1999) Management Perspectives. Madison, Wisconsin, Coursewise Publishing, Inc.

REFEREED PRESENTATIONS:

Bryant, S., Brown, F., Brucker, G., Moshavi, D., (2017) "Do Transformational Leadership and Growth Mindset Affect the Safety of Wilderness Work Crews?" Presented at the Western Academy of Management Conference, Palm Springs, CA. March 20, 2017.

Brown, F., Bryant, S., Kwapisz, A., Chupka, R., Profota, T., (2016) "Clarifying the Impact of Contingent Reward and Transactional Leadership; The Differential Impact in Not For Profit and Human Resource Contexts," Presented at the International Academy of Business and Public Administration Conference, New Orleans, LA. October 21, 2016.

Brown, F., Bryant, S., Chupka, R., Profota, T., (2016), Transformational Leadership Capacity: A Consideration and Comparison of the Extent and Determinants Among Human Resource and Not-For-Profit Leader/Managers," Presented at the Western Academy of Management, Portland OR. March 12, 2016.

Brown, F.W., & Bielinska-Kwapisz, A., (2015) "Understanding the Nature and Determinants of Critical Thinking Among Senior Undergraduate Business Students." Presented at the International Academy of Business And Public Administration Disciplines, Las Vegas NV. October 23rd, 2015.

Brown, F. W. (2014) Organizational Intervention Utilizing Transformative Leadership Training - The Impact on Manufacturing Productivity. Presented at the 2014 Mustang Academic Conference, Las Vegas, NV. February 7, 2014.

Brown, F. W. & Bielinska-Kwapisz, A., (2013). "Using a Standardized Test as a Part of the Assessment of Learning in Undergraduate Business Programs Best Practices in the Use of the Major Field Test – Business," Presented at the Global Business & International Management Conference, Portland, OR, August 11, 2013.

Benham, H., Bielinska-Kwapisz, A., Brown, F. W. (2012). "Software Applications Course as an Early Indicator of Academic Performance," Presented at the International Academy of Public and Business Administration Disciplines, Las Vegas, NV, October 26, 2012.

Bielinska-Kwapisz, A., Brown, F. W. (2012). "The Major Field Test – Business; Assessment of Learning: What We Know, What We Don't," Presented at the Global Business & International Management Conference, Portland, OR, August 4, 2012.

Bielinska-Kwapisz, A., & Brown, F.W. (2011). "Differential Gender Performance on the Major Field Test—Business," Presented at the International Academy of Management and Business, San Francisco, CA, November 8th, 2011.

- Bielinska-Kwapisz, A., & Brown, F.W. (2011). "The impact of intellectual diversity on business education," Presented at the Annual Meeting of the Global Business Development Institute, Las Vegas, NV, March 21st, 2011.
- Bielinska-Kwapisz, Agnieszka, Brown, F. William & Semenik, Richard J. (2010). "The Impact of Intellectual Diversity on Academic Performance in Student Cohorts," Presented at The International Academy Of Business And Public Administration Fall Conference, New Orleans, LA. October 23rd, 2010.
- Bielinska-Kwapisz, Agnieszka, Brown, F. William & Semenik, Richard J. (2010). "Interpreting Standardized Assessment Test Scores and Setting Performance Goals in the Context of Student Characteristics: The Case of The Major Field Test in Business," Presented at the Global Business & International Management Conference, Portland, OR, August 6, 2010.
- Bielinska-Kwapisz, Agnieszka; Brown, F. William & Semenik, Richard J. (2010). "Is Higher Better? Determinants And Comparisons Of Performance On The Major Field Test-Business," Presented at the Annual Meeting of the Academy of Management, Montreal, QE, August 2, 2010.
- Brown, F. W. (2010) Can Academic Theory Solve Practical Workplace Problems? The Case of Transformational Leadership and Manufacturing Productivity. Presented at the International Educators Group Conference, Las Vegas, NV. May 10, 2010
- Bratton, V. K., Dodd, N.G. & Brown, F. (2009). " I'm leading great; they just aren't following so well: The Impact Of Emotional Intelligence On Accuracy Of Self-Awareness And Leadership Performance," Presented at the Global Business & International Management Conference, Seattle, WA. July 16, 2009.
- Brown, F.W. & Reilly, M. (2008). "The Myers Briggs Type Indicator and Transformational Leadership," Presented at the at The International Academy Of Business And Public Administration Fall Conference, Memphis, Tennessee, October 27th, 2008.
- Leary, M., Reilly, M. & Brown, F. (2008). "Personality Preferences and Emotional Intelligence," Presented at the Global Business & International Management Conference, Portland OR., August 1st, 2008.
- Brown, F.W. (2007) "Integrating Individual and Organizational Assessments into a Senior Seminar," Presented at the 11th Annual Western Region Assessment Conference, Fullerton, CA, March 14th, 2007.
- Brown, F.W. & Reilly, M. (2007). "Emotional Intelligence, Transformational Leadership and Gender," Presented at the 15th Annual Meeting of the Institute for Behavioral and Applied Management, Reno, NV, October 5th, 2007.
- Brown, F.W. & Reilly, M. (2006) "Emotional Intelligence, Transformational Leadership and Gender: The Possibility of Correlation and Interaction," Presented at the 13th Annual Meeting of the American Society Of Business And Behavioral Sciences, Las Vegas, NV, February 24th, 2006.

- Brown, F.W., & Bryant, S. (2005) "The Role of Emotional Intelligence, as Measured by the EQI, on Transformational Leadership and Organizational Outcomes." Presented at the Annual Meeting of the Western Academy of Management, Las Vegas, NV April 1, 2005.
- Bryant, S., Brown, F.W., & Black, L.J. (2005) "Peer Evaluations: Who Did What To Whom?" Presented at the Western Organization and Management Teaching Conference, La Verne, CA, February 26, 2005.
- Brown, F.W. & Reilly, M. (2004) Hard to be a Prophet in Your Own Land: The Joys and Challenges of Establishing, Maintaining, and Balancing a Consulting Practice for Academics in Non-Urban Area, A Professional Development Workshop in the Management Consulting Division, Academy of Management, New Orleans, LA. August 7, 2004.
- Moshavi, D. , Bryant, S., Brown, F.W., & Dodd, N.G. (2004) Utilizing Kolb's Learning Cycle to Organize and Teach Integrated Applied Management Courses. Presented at the Western Organization and Management Teaching Conference, Malibu, CA, February 21, 2004.
- Dodd, N.G., Brown, F.W., & Dana, S. (2004) Applying Transformational Leadership Behaviors to the Classroom. Presentation at the Organizational Behavior Teaching Conference, Redlands, CA, June 25, 2004.
- Bryant, S.E. & Brown, F.W. (2004) "The Role of Emotional Intelligence in Knowledge Sharing and Performance." Presented at the International Academy of Business And Public Administration Disciplines, New Orleans, LA. January 23rd, 2004.
- Brown, F.W., Dana, S., & Dodd, N.G. (2003) "Creating and Sustaining A Management Teaching Circle to Build Community and Support Continuous Improvement." Presented at the Western Organization and Management Teaching Conference, Los Angeles, CA, February 22, 2003
- Moshavi, D., Brown, F.W., & Dodd, N.G. (2003) "Leader Self-Awareness and Its Relationship to Subordinate Attitudes and Performance." Presented at the Annual Meeting of the Western Academy of Management, Palm Springs, CA, April 11, 2003.
- Brown, F.W. & Moshavi, D. (2002) "Herding Academic Cats: Faculty Reaction to Transformational and Contingent Reward Behaviors by Department Chairs," Presented at the Annual Meeting of the Western Academy of Management, Santa Fe, NM, March 31, 2002.
- Brown, F.W. (2001) "Changing Behaviors To Change Productivity: A Field Study On The Efficacy Of Transformational Leadership Training," Annual Meeting of the Western Academy of Management, Sun Valley, ID. April 6, 2001.

- Brown, F.W. (2001) "Using Transformational Leadership Theories to Facilitate Discussion & Learning in an Undergraduate Strategy Course," 2001 Meeting of the Western Academy of Management, Sun Valley, ID. April 7, 2001.
- Dana, S.W., Dodd, N.G. & Brown, F.W. (2001) "Pharmaco, Inc. An Interdisciplinary Law and Management Case," Academy of Business Education Annual Meeting, Sept. 2001 (conference cancelled due to 9/11 attack).
- Dana, S.W., Brown, F.W., & Dodd, N.G. (2000) "Transformational And Transactional Leadership Behaviors And Their Relationship To Teaching Effectiveness: A Preliminary Investigation," Annual Meeting of the Western Academy of Management, Kona, Hawaii, March 31, 2000.
- Dodd, N.G., Brown, F.W. & Benham, H.C. (2000) "A Transition To A Skills Based Management Curriculum: Learning To Manage While Learning About Management," Western Academy of Management, Kona, Hawaii, April 1, 2000.
- Brown, F.W. & Dodd, N.G. (1999) "Rally The Troops or Make the Trains Run on Time: The Relative Importance and Interaction of Contingent Reward and Transformational Leadership," Institute on Advanced Behavior and Management, Annapolis, MD, Nov. 4, 1999.
- Doyle, D. & Brown, F. W. (1999) "Action Learning - the Use of Business Simulation Games in the Development of Marketing Skills," 1999 Irish Academy of Management, Limerick Ireland, September 9, 1999.
- Brown, F.W. & Dodd, N.G. (1998) "Utilizing Organizational Culture Gap Analysis to Determine Human Resource Development Needs," 1998 Conference on Emerging Issues in Business and Technology, Myrtle Beach, SC, November 14, 1998.
- Brown, F.W., May, D., & McNatt, D. (1997) "Successful Multi-Disciplinary Collaboration Between Academics and Industry: Research on the Process and a Report on a Project in a Large Manufacturing Plant," Annual Meeting of the Academy of Management, Boston, MA., August 13, 1997.
- Brown, F.W. (1997) "Communicating in Cyberspace: Using E-Mail in the Classroom," Annual Meeting of the Western Decision Sciences Institute, Hilo, Hawaii, March 25, 1997.
- Brown, F.W. & Fritz, S.M. (1996) "Undergraduate Leadership Education Courses and Programs in Departments of Agricultural Education," Annual Convention of the American Vocational Association, Baton Rouge, LA, December 4, 1996.
- Brown, F.W. & Wheeler, D.M. (1996) "Transformational Teaching," Annual Meeting of the Professional Organizational Development Network, Alta, Utah, October 20, 1996.
- Brown, F.W. (1995) "The Effect of Academic Advising on Selected Student Outcomes," Region 6 Conference of the National Academic Advising Association, Nebraska City, NE. April 21, 1995.

Brown, F.W. (1995) "The Effect of Academic Advising on Selected Student Outcomes," Presented at Nebraska Faculty College, Aurora, NE. May 12, 1995.

Brown, F.W. & Finstuen, K. (1994) "The Effective Use of Participation in Decision Making - What Have Vroom, Yetton and Jago Told Us and Are They Right?" with K. Finstuen. Annual International Conference on Advances in Management, Calgary, Canada, June 17, 1994.

Schaubroeck, J., May, D. & Brown, F.W. (1993) "Procedural Justice Explanations and Employee Reactions to Economic Hardship: A Field Experiment." Annual Meeting of The American Academy of Management, Atlanta, GA, August 9, 1993.

Brown, F.W. & Fritz, S.M. (1993) "The Breadth of Leadership and Human Resource Management/Development Offerings in Post-Secondary Departments of Agricultural Education," Presented at the Annual Meeting of the National Association of College Teachers of Agriculture, June 7, 1993, Twin Falls, Idaho.

Rodgers, H. & Brown, F.W. (1990) "A Field Study of the Effect of Writing Style on Compliance With Instructions," Presented at the annual meeting of *Association for Business Communications*, San Antonio, Texas, November 6, 1990.

GRANTS:

NSF EPSCoR Program: *The Effect of Human Resource Management Practices on Small Firm Performance --- A University Business Collaboration*, \$775,000 CO-PI With Richard Martell, Wesley Lynch, Nancy Dodd, Verlin Hinsz., 1999, Selected for submission as a multi-state submission - not funded.

MONTS Program: *Measuring the Impact of Human Resource Management Practices on Small Firm Financial Performance, Employee Productivity and Turnover*. CO-PI With Richard Martell, \$24,758 MONTS Program - 1998 Funded, \$10,000.

Center for Applied Behavioral and Social Sciences: *Developing University-Industry Partnerships to Enhance Human Resource Practices in the Northwest EPSCoR Region*. Co-P.I. \$832,910 National Science Foundation. Submitted 10/14/97, Selected for second round consideration - not funded.

Communities of Learning Into The 21st Century: A Plan for Revitalizing Nebraska's Vision for Food Systems Professional Education in the Year 2020. Co-Authored with E.A. Banset - Vice Chancellor I. Omtvedt, Grantee. \$1,500,000 - W.K. Kellogg Foundation - 1996, Funded.

Creating a World Class Manufacturing System. A research and consulting contract with Lucent Technologies, Inc., with Fred Choobinet, \$145,000. 1996, funded.

Transformational Teaching: Exploring the Interrelation of Leadership Theory to the Improvement of Teaching, with D. Wheeler & J. Lunde. \$135,000 - Foundation for the Improvement of Post Secondary Education - 1995, not funded.

Interpersonal Communication Skills for Leadership in Food and Agricultural Science, with S. Fritz, & J. Lunde. \$61,633 - USDA Higher Education Challenge Grant - 1994, funded.

Building a Coalition to Develop and Implement a Program of Leadership Capacity Building for Secondary School Students, \$15,000 - W.K. Kellogg Foundation - 1993, funded.